

17 AUG 1953

MEMORANDUM FOR: Acting Personnel Director

SUBJECT: Annual Reports from Personnel Office Divisions

1. In connection with the preparation of the special report on the Personnel Office for the Inspector General and the development of the FY 1955 budget submission, this Office requested reports from each division of the Personnel Office concerning their workload and accomplishments during Fiscal Year 1953.

2. Although this information was requested in more or less informal submissions, it is apparent that considerable effort went into the preparation of some of these reports. All of the material reported was not pertinent to either of the purposes stated above. For example: the report on the Placement Branch, PDC, contains detailed information as to the activities of the Placement Officers, and the report on the Interim Assignment Branch, PDO, provides a listing of work projects performed.

3. It is believed that your Office would be interested in reviewing this material. Reports received from Personnel Procurement Division, Personnel Division (Overt), Personnel Division (Covert), Testing and Evaluation Division, and Military Personnel Division are attached. The report received from the Classification and Wage Division was still in rough draft form. We have returned this material to [REDACTED] so that it may be prepared in final form for submission to your Office.

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Attachment

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EXIT INTERVIEWING AND FINAL CLEARANCE PROGRAM

The Exit Interviewing program has the following objectives:

1. To determine the factors which, in the interviewer's opinion, have influenced the individual to make the decision to leave.
2. To record suggestions and criticism about the Agency.
3. To insure that the individual leaves with the best possible attitude toward the Agency.
4. To retain the services of desirable personnel whenever possible.

Following is a record of the exit interviews conducted each month by PRB (O) during the fiscal year 1953:

July	1952	43
August	"	64
September	"	56
October	"	39
November	"	34
December	"	44
January	1953	53
February	"	43
March	"	50
April	"	44
May	"	43
June	"	71

Total	584
Monthly Average	48.66 Exit Interviews

The magnitude of this program cannot be accurately gauged unless the attendant clerical and administrative workload is considered in conjunction with the skill and experience required in conducting this type of interview. In addition to conducting the interview and recording the reasons for resignation, it is necessary to review the supervisor's Special Evaluation Report in conjunction with the resignation. A report of separation (Form 37-154) is prepared for each resignee, including a narrative of the employee's reasons for resigning along with the relevant supervisory comments. The Report is submitted to the Placement Branch for its recommendation on the re-employability of the resignee and returned to PRB (O) for final approval. These Reports are then compiled and submitted as part of the monthly report. In addition, a Summary of Separations is completed showing the analyses of reasons for resignations according to each office serviced by PD (O).

CONFIDENTIAL

When an employee resigns voluntarily, is separated by the Agency, goes on LWOP, or maternity leave, PRB (O) must secure a clearance from 14 offices by telephone, including Security and Payroll, before the individual finally departs. This requires time consuming liaison with the Administrative Officers of each Office and other representatives of the clearing offices. In addition, Form No. 34-30, Final Payment Clearance Sheet, is prepared for the employee, who is directed to other offices for additional interviews or debriefings. For each resignee from the Interim Assignment Branch the PRB (O) also prepares the SF-52, Request for Personnel Action.

In summary, the PRB (O) interviewed 584 Agency members who resigned or were separated during the fiscal year 1953, and accomplished the clearance for each in terms of Agency property and debriefing. Monthly Reports of Separations and Summaries were prepared and submitted through channels to R & P Staff for review and distribution. A copy of the Report of Separation was placed in each individual's Official Personnel Folder.

PRE-EXIT INTERVIEWING PROGRAM

In cases of employees who are job adjustment cases or are not satisfied with their assignments, this program has been instrumental in coordinating effort within Personnel in locating other positions and thereby reducing personnel turnover. Approximately ten cases each month are referred to Personnel Relations Branch. Considerable time is consumed in listening to the employees' problems and in discussing the cases with Placement and other Agency officials.

DISQUALIFICATION INTERVIEWS

In addition to the other types of interviews, this Branch interviews employees who, for security or medical reasons, are disqualified for Agency employment. These cases require much time and special attention.

In keeping with current Agency policy, workload figures have been omitted.

COUNSELING

Counseling services offer an opportunity for the employee or supervisor to discuss his problems in confidence without reprisal. Employees frequently need assistance in dealing with problems which prevent them from doing their best work. In effective counseling the employee is encouraged (1) to give expression to his feelings and to understand them, (2) to understand his situation better, (3) to face his problem realistically, (4) to reach a workable conclusion, and (5) to take constructive action. Supervisors need

assistance in developing skill in applying counseling techniques in their day - to - day dealings with other employees.

During the fiscal year 1953, the Personnel Relations Branch (O) rendered counseling assistance in more than 100 cases, exclusive of counseling in conjunction with pre-exit and exit interviewing. The problems generally tended to affect morale and productivity. Areas of difficulty included supervisor-employee relationships, job adjustment problems, complaints concerning management, personal finances, and other employee problems which arose on or off the job. Some of these cases necessitated referral to other CIA Offices or outside sources. Most of the cases required more than one interview.

In some instances, supervisors sought advice and assistance with interpersonal relationship and kindred problems from PRB (O) staff members. Increased assistance to supervisors in dealing with their personnel relations problems is a major objective of this Branch.

ORIENTATION PROGRAM

A major project during the past fiscal year has been the inauguration and improvement of the E. O. D. (Personnel) Orientation. One method used in accomplishing this goal was the rearranging and rewriting of the material used in the Orientation discussion.. PRB (O) staff members alternated at listening to the Orientation and afterwards making a critical evaluation of it. Interviews with employees at the close of each session during the coming months are expected to produce ideas that will improve the Orientation even more.

Another method for improvement has been the development of training aids which permit the audience to view the development of the talk in outline form as well as observe graphic presentations of regulations concerning pay, leave, salaries, and retirement.

Following is the outline which comprises the Orientation talk:

PERSONNEL ENTRANCE ON DUTY ORIENTATION

I PERSONNEL AND YOU

II REGULATIONS WHICH AFFECT YOU

- A) YOUR PAY
- B) YOUR LEAVE
- C) YOUR SALARY
- D) YOUR RETIREMENT

III BENEFITS AND SERVICES FOR YOU

- A) COMPENSATION
- B) HOSPITALIZATION or GROUP PLANS
- C) INCENTIVE AWARDS
- D) CREDIT UNION
- E) OPPORTUNITIES FOR TRAINING
- F) CREDIT REFERENCES
- G) MISCELLANEOUS SERVICES
- H) PERSONNEL RELATIONS SERVICES
 - 1) Counseling
 - 2) Complaints
 - 3) Housing
 - 4) Recreational Information
 - 5) Campaigns
 - 6) Bulletin Boards
 - 7) Blood Donations
 - 8) Inquiries

IV YOUR RESPONSIBILITIES

Since 4 November 1952, the Orientation program has been conducted by two members of the PRB (O) staff for [REDACTED] new employees, according to the following schedule:

STATOTHR

<u>Dates Conducted</u>	<u>Number of New Employees Attending</u>
November 4	[REDACTED]
12	
18	
25	
December 2	
9	
16	
23	
30	
January 6	
13	
16	
23	
27	
February 3	
10	
17	
25	
March 2	
10	
17	
24	
31	
April 4	
14	
21	

STATOTHR

<u>Dates Conducted</u>	<u>Number of New Employees Attending</u>
May	5
	12
	19
	26
June	2
	9
	16
	23
	30
July	7
Total	

STATOTHR

Approximately two and a half hours are spent preparing for and conducting each orientation session. In addition, some follow-up time is necessary to answer the questions and problems presented by the orientees.

RETIREMENT COUNSELING

PRB (O) is charged with the function of informing all employees of their rights, benefits, and obligations under the Civil Service Retirement Act. It also must provide facilities for the answering of questions presented by employees.

At present the number of Retirement cases handled by PRB (O) averages 5 per month, with the number expected to increase markedly each year as the Agency matures.

Each retirement case necessitates an interview with the employee at which time various questions are answered such as types of annuities available, death benefits, and methods of making voluntary contributions. Before such an interview can be held, the employee's personnel folder must be thoroughly reviewed and an estimate made of the yearly annuity to which the employee may be entitled.

Ten to 15 employees per month contact PRB (O) for retirement information. Questions involve financing of retirement fund, crediting of civilian and military service, making voluntary contributions, retirement eligibility, annuity computations, death benefits, and refunds.

Three cases of disability retirement were handled by PRB (O) during the past three months. They necessitated the securing of statements from the medical office as well as the employees' supervisors.

A lasting impression of the CIA as a good Agency is made by the service a retiring employee receives from PRB (O). It is necessary, therefore, to have available well-trained, competent retirement counselors.

DISCIPLINARY CASES

Prompt and effective disciplinary action in the cases of employees who willfully violate laws, regulations, or instructions, or who otherwise become involved in delinquency or misconduct, is a necessary and important phase of sound personnel management. Agency regulation [REDACTED] provides that "separating those individuals who do not perform effectively" is one of six major objectives of the Agency's personnel program.

The responsibility of carrying-out the above rests with the Personnel Relations Branch. To do its job more effectively, two projects were started during the last half of the past fiscal year and will be continued during the present fiscal year. The first is the development of a handy guidebook of disciplinary actions for use by members of the Personnel Relations Branch as well as other members of the Personnel Division.

The guidebook brings together the Agency's policies and the Civil Service Regulations for each of the disciplinary actions which can be initiated. Under each disciplinary action there are listed references to the regulations, Agency policy, and a detailed analysis of the procedure to be followed. Whenever a disciplinary action is referred to the Personnel Relations Branch, there must be prompt action taken and accuracy in the procedures. Without promptness the disciplinary action loses its effect and Agency morale may suffer. Without accuracy in the procedures followed, the Agency can waste many thousands of dollars in lost man hours. The development of the guide is expected to bring about the necessary speed and accuracy.

The second project has been the contacting of administrative officers on a periodic basis in an effort to acquaint them with available disciplinary actions and the procedures which must be followed. Much time and effort can be lost by supervisors not knowing how to begin a disciplinary action.

Approximately 10 administrative officers have been contacted one or more times during the past four months, and the program will be intensified during the coming months.

RESEARCH AND INFORMATION SERVICE

The ever changing laws concerning leave, pay, appointments, etc., make it necessary for the PRB (O) to become the focal point for questions from all parts of the Agency. Approximately 30 inquiries are handled monthly. The questions can often be answered on the spot. Many times, however, extensive research into current laws and regulations has to be made, involving several days of work. An example of this would be a request for the latest information concerning the restoration of a veteran under a Section 14 appeal. Agency regulations, notices, and memoranda would be reviewed, followed by a review of the Civil Service Regulations. Next, Comptroller General's decisions touching upon the subject would have to be read and analyzed. Any points still in doubt would be referred to the Civil Service Commission or to the Office of the Comptroller General.

FUND RAISING CAMPAIGNS

During the fiscal year 1953, this Agency participated in 11 fund-raising campaigns for various charitable agencies. Agency regulations limit active, organized fund-raising drives within CIA to the Community Chest and Red Cross campaigns. For each of the remaining 9 drives, however, PRB (O) (1) prepared a CIA notice, (2) planned for the dissemination of publicity material and collection of contributions, (3) distributed the publicity material through the Administrative Offices, (4) received contribution from the entire Agency, (5) accounted for and delivered the contribution to the appropriate headquarters.

DRIVE TOTALS FOR FISCAL YEAR 1953

Community Chest	\$25,623.49
Cancer	1,119.48
Red Cross	9,401.88
Crippled Children	48.75
March of Dimes	894.17
Heart	419.12
Navy Relief	46.00
Junior Police and Citizens' Corps	82.39
Metropolitan Police Boys' Club	15.00
National Symphony	13.60
Foundling Home	

(Contributions were turned in directly to the Foundling Home by the individual employees.)

Total	\$37,663.88
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The Personnel Relations Branch (O) has been solely responsible for organizing and conducting the aforesaid fund-raising campaigns or drives for the entire Agency.

These campaigns entail considerable planning and a multiplicity of details, including the following:

- a. Correspondence with campaign headquarters;
- b. Procuring supplies and publicity material;
- c. Preparing notices and other material for distribution;
- d. Organizing keymen groups;
- e. Supervising the campaign;
- f. Receiving and accounting for collections;
- g. Auditing and transmitting total collections to the campaign headquarters;
- h. Keeping permanent records and correspondence files;
- i. Attending City-wide campaign meetings;
- j. Follow-up and collections, including Community Chest pledges.

BLOOD DONOR PROGRAM

Since the inception of the Blood Donor Program, the PRB (O) has organized all Red Cross Bloodmobile visits to the Agency as well as employee donations at the Red Cross Regional Headquarters.

During the past fiscal year, Agency employees participated in the Blood Donor Program according to the following schedule:

<u>DATE</u>	<u>NUMBER OF AGENCY DONORS</u>
23 June 1952	115
31 October 1952	124
21 November 1952	97
13 February 1953	123
9 March 1953	101
16 March 1953	124
24 April 1953	153
18 May 1953	137
26 June 1953	<u>39</u>
Total	1,013

To spell out the responsibilities of PRB (O) in the Bloodmobile Program some of the functions involved in the planning and execution of the program are outlined below:

- (a) The Director of the Red Cross Blood Donor Program is contacted and the Bloodmobile is scheduled for a visit to the Agency.

- (b) Appropriate space for the Bloodmobile is arranged with the Administrative Service.
- (c) Promotional materials are obtained from the Red Cross and distributed to the appropriate Agency officials for dissemination.
- (d) Administrative Officers are asked to publicize the Program and appoint Blood Donor Representatives for their respective Offices.
- (e) From the lists of volunteers submitted by the Blood Donor Representative, the donors are scheduled by name, six every fifteen minutes, starting at 10 a.m. and concluding at 4 p.m.
- (f) An individual schedule slip is prepared for each donor and released to the appropriate Blood Donor Representative for delivery to the donor.
- (g) Names and birthplaces of the Bloodmobile attendants are obtained from the Red Cross Director and forwarded to the Inspection and Security Office.
- (h) Arrangements are made for necessary extra equipment through the Administrative Service.
- (i) A roster of donors is prepared.
- (j) Arrangements are made for laborers to assist in unloading and arranging Bloodmobile equipment.
- (k) Bloodmobile attendants are met and final plans cleared.
- (l) Special luncheon arrangements for Bloodmobile attendants are made at the most convenient cafeteria to insure continuity of the operation.
- (m) Signing of the roster of each donor is supervised by a representative of the Personnel Relations Branch.
- (n) Blood donation arrangements for individuals or groups who cannot or who do not desire to avail themselves of the Bloodmobile facilities are made with the local Red Cross Headquarters by the Personnel Relations Branch.

In collaboration with our Medical and Security Offices, the Personnel Relations Branch (O) obtained Agency approval of a plan whereby blood donors make their donations at the Red Cross Regional Headquarters, located on E Street, N.W. near Virginia Avenue. This does not constitute a breach of security regulations inasmuch as the roster of donors is maintained by PRB (O) and only the donor's number appears on the Red Cross Donor Card. Also, a member of this Branch supervises the signing of the roster at Red Cross Regional Headquarters, and assigns each donor a serial number which is placed opposite his name and on the Donor Card maintained by the Red Cross. Thus, no employees of the Red Cross (either lay or professional) see the Agency Donor Roster or have any records bearing the names of any Agency donors.

INDEBTEDNESS CASES

In the past fiscal year, at least 85 indebtedness cases have been referred to this Branch for appropriate action. Often it becomes necessary to interview employees with bad debt records. In certain instances, several interviews with the same individual have been conducted. In addition, each case entails liaison with the creditor and the employee's office as well as correspondence and record keeping.

Each original indebtedness complaint involves the following correspondence:

- a. Letter to the creditor acknowledging receipt of the indebtedness complaint.
- b. Memorandum to the alleged debtor, apprising him of the complaint and directing that he take appropriate action.
- c. Memorandum to the alleged debtor's Administrative Officer, requesting delivery of the Agency's memorandum to the debtor.

On several occasions, this Branch has arranged for representatives of the Bureau of Internal Revenue to interview delinquent employees in the presence of a Personnel Relations Officer.

DISCOUNT PURCHASE PLAN

This Branch, in collaboration with the Federal Recreation Committee Chairman, established a discount purchase plan for Agency employees. Consequently, the Federal Recreation Committee issued 800 discount purchase tickets, labeled "Federal Recreation Committee Members", to the Agency. These tickets, together with Merchandise Discount Purchase Catalogs compiled by PRB (O) were issued in December 1952 to all members of the Potomac Recreation Association.

Every Agency employee is given the option of buying a "discount purchase ticket" for \$1.00 or joining the Potomac Recreation Committee for \$1.00 and receiving a "discount purchase ticket" as part of his membership privilege.

HOUSING

The Personnel Relations Branch receives approximately 60 requests for housing per month. Of this number, 1/3 to 1/2 of the people requesting housing are directly assisted by this Branch in finding living accommodations--usually rooms or apartments.

Most applicants for housing request advice concerning the most desirable location with respect to their place of employment. Consequently, this service involves some counseling.

Listings of housing accommodations are obtained from several sources. Among these are landlords of former employees and present employees who desire to sublet a room or share an apartment. In addition, a number of individuals call the Agency from time to time and list available rooms and apartments.

Requests for housing for new employees just entering on duty are forwarded to PRB by T&R. For girls, reservations are made at the Meridian Hill Hotel for Women at 2601-16th Street, N.W. These rooms are \$3.50 per day for a single room, no private bath. For men, reservations are made at the Cairo Hotel, 1615 Q Street, N.W. These rooms are \$4.00. Reservations are made for three days unless otherwise specified by the applicant.

During the fiscal year 1953, PRB (O) made 114 hotel reservations for incoming employees. Each reservation entailed one or more telephone calls to the respective hotel or hotels and a letter to the requester confirming the reservation.

HOSPITALIZATION PROGRAM

Approximately 300 Group Hospitalization, Inc. policy holders made their premium payments each month to [REDACTED] of this Branch. The premium payments for the last fiscal year which she received, audited, and submitted are listed below:

STATINTL

<u>1952</u>	<u>Total Monthly Collections</u>
July	\$ 648.80
August	488.20
September	886.30
October	2,288.95
November	1,940.90
December	2,724.15
<u>1953</u>	
January	2,500.80
February	2,361.80
March	858.00
April	1,093.40
May	803.40
June	1,033.20
	<hr/>
	\$ 17,627.90
Total	<hr/>
	\$ 17,627.90
	<hr/>

This program entails approximately 8 work hours per week for one employee.

LEAVE APPROVALS

During the fiscal year 1953, this Branch approved ~~570~~ leave requests, as follows:

<u>TYPE OF LEAVE</u>	<u>NUMBER OF APPROVALS</u>
Advance Annual Leave	88
Advance Sick Leave	111
Military Leave	210
Leave Without Pay	99
Maternity Leave	48
Court Leave	21

GENERAL CORRESPONDENCE

This Branch prepared and forwarded 1,391 pieces of correspondence, including intra-Agency memoranda, during the last fiscal year. Following is a quantitative report on the correspondence workload of PRB (0):

CLASSIFICATION	AMOUNT
Intra-Agency Memos	337
Hotel Reservations	114
Drives	37
Condolence Letters	10
Transmittal of Forms	49
Alien Sponsorship	24
Miscellaneous Inquiries	65
Other	25

MISCELLANEOUS DUTIES

The Personnel Relations Branch performs a myriad of miscellaneous duties which are quite time consuming. This Branch serves as a "clearing house" for inquiries of many kinds. Following is a representative check list of these multifarious duties:

- a. Sponsoring of an alien
- b. Checking on overdue salary checks and retirement benefits of employees who have resigned.
- c. Arranging for temporary housing
- d. Arranging for and preparing letters of release for employees who wish to transfer to other agencies.
- e. Checking with other interested offices in the Agency regarding personnel in whom there is mutual concern.
- f. Handling outside employment and outside training requests
- g. Writing letters of condolence
- h. Requesting appointment of notaries public

SPECIAL PROJECT

RECREATION AND HEALTH ACTIVITIES

From time to time, PRB (O) carries out health and recreational projects in behalf of CIA employees. An example of such a project was the American Cancer Society film shown in June 1953 to 1,575 female employees of CIA. A Personnel Relations Branch (O) staff member made all arrangements for this Agency-wide project and supervised all film presentations.

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Personnel Division (O)

DATE: 15 July 1953

FROM : Acting Chief, Personnel Relations Branch (O)

SUBJECT: Workload Information

1. In accordance with your recent verbal request, following is a report on typical activities of the Personnel Relations Branch (O). Where feasible, workload figures have been included.

2. If it is deemed necessary to amplify items in this report or add other items, please let me know.

STATINTL